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At the end of 2010 we would like to take advantage of this opportunity to express our most sincere gratitude to our members and friends for the faithful contribution and support to the success of our activities.

年の瀬も押しつさり、BJA会員の皆様にはいよいよご多祥のこととお喜び申し上げます。BJAでは本年も日本・ベルギー両国間の交流促進の為、様々なビジネス、文化イベントや出版物を提供し、成功を収めることができました。これもひとえに皆様様の格別のご支援、ご協力の賜物と心より感謝申し上げます。

YES VII: Business Luncheon and Seminar 'Success in Japan - Solutions to the challenges'

YESプログラム: ビジネスランチとセミナー '日本市場参入への成功に向けて、新たな挑戦への打開策'

Friday 10 September 2010 - Hotel Martin's Lido



Mrs Ann Blondé, Chairwoman of BJA YES Committee, welcomes the first guest speaker, Mr Laurens Gehéniau, Managing Director of Viyo International and YES VI participant.



Mr Eric Resler (left), lawyer of Altra Law, exchanges comments with Mr Serge Laeuffer, Co-Founder of ADSL Partners.



Mr Kohichi Masaki, Head of Brussels office of JMAC, delivers his presentations on 'Back to the Business Basic for successful business development with Japanese partner'.



(Left to right) Mr Koen Vanheusden, Director of Belgian Agency for Foreign Trade, one of the guest speakers, having conversations with Mr Kristof Daels, Key Account Manager of De Witte Lietaer Industries, and Mr Daniel Verheyden, Attaché of Brussels Export.

In the framework of the Young Executive Stay VII Program (YES VII), the BJA YES Committee organized a Business Luncheon and Seminar on 'Success in Japan – solutions to the challenges' on 10 September at Hotel Martin's Lido.

Firstly, the YES VII program participants joined together with the YES Committee members and the guest speakers for a lunch where they could already receive some practical advice and insights into doing business with Japan.

With additional Belgian exporting company representatives joining, the Business Seminar was opened by short welcome words by Mrs Ann Blondé, Managing Director of zeal and Chairwoman of the YES Committee, followed by a testimonial presentation by Mr Laurens Gehéniau, Managing Director of Viyo Veterinary, former YES VI participant. To have a brief overview on the legal side, Mr Eric Resler, Lawyer of Altra

Law, gave a summarized presentation on 'Japanese distribution law'. Following Mr Koen Vanheusden, Director of Belgian Agency for Foreign Trade, delivered some very practical information on 'Standards & procedures – how to enter the Japanese market'. Then to conclude the seminar, Mr Kohichi Masaki, General Manager of Japan Management Association Group, reassured the participants by highlighting on business procedures and processes in Japan which are not so much different from Western Europe. Mrs Oto-Kellens, BJA Executive Director, wrapped up and invited all to the cocktails for more opportunities to discuss and exchange the interests, information and experiences in relation with exporting.

Through this session, the YES VII candidates could begin to visualize how to tackle this new challenge in exploring the Japanese market and bringing out their own success.



Seminar – EC Competition Law: risks and opportunities for businesses
 ビジネスセミナー - EC競争法: リスクとビジネスへのチャンス

Wednesday 15 September 2010 - Linklaters LLP, Brussels

Linklaters



(from left to right) Mr Akinori Iguchi, Senior Sales Manager of Mitsui AgriScience International, Mr Takahiro Tomonaga, General Manager of Strategic Information and Research Department of Mitsui & Co. Benelux, Mr Nicolas Sepulchre, Managing Director of Sogeman and Chairman of BJA Membership Committee, and Mr Amine Chaehoi, Business Development Manager of Invest in France Agency enjoy the walking lunch.



The audience listens carefully to Mrs Miriam Dressen-Reilly, European Commission, presenting the priorities and developments in EC cartel enforcement.



The panelists and speakers, Mr Gerben Pauwels of KBC Group, Mrs Miriam Dressen-Reilly of the European Commission, Mr Alec Burnside and Mr Thomas Franchoo of Linklaters LLP listening to the explanation of Mrs Kameoka, Van Bael & Bellis, during the Q & A session.

The EU Committee of the Belgium-Japan Association & Chamber of Commerce was pleased to invite the BJA company members to a business seminar on EC Compliance Law, jointly organized with the BJA Sponsor member, Linklaters LLP. After a walking lunch kindly offered by Linklaters LLP, Mr Alec Burnside, Partner at Linklaters LLP firstly welcomed the participants and Mr Nicolas Sepulchre, Managing Director of Sogeman and Chairman of BJA Membership Committee, introduced the seminar and the speakers. Mrs Miriam Dressen-Reilly, DG COMP, European Commission, debriefed on the key priorities and recent developments in EC cartel enforcement. Following, Mrs Etsuko Kameoka, Senior Associate at Van Bael & Bellis presented the recent developments in EC competition procedure, the direct settlement procedure,

leniency program and dawn raids, and Mr Thomas Franchoo, Counsel, Linklaters LLP focused on the Commission's draft horizontal guidelines and the new opportunities for businesses. The last speaker, Mr Gerben Pauwels, Senior Legal Counsel for KBC Group, gave an overview on how to set up an effective compliance program. After the presentations, both the audience and the guest speakers actively participated in exchanging questions and answers during a panel discussion led by Mr Sepulchre who kindly concluded the seminar with kind words. The following coffee break gave also a nice opportunity as well to enjoy a part of the exhibition held at the venue to celebrate the 100 years existence of the beautiful Brederode building "A Century of Entrepreneurship".



Mr Nicolas Sepulchre (left) discussing the importance of the topic of the seminar for BJA members with Mr Alec Burnside, Partner of Linklaters LLP and Mr Tanguy Van Overstraeten, Partner of Linklaters LLP and BJA Vice-President.



Exclusive visit to Owa Beer Brewery and Tasting 欧和ビール醸造所見学とビール試飲会

Thursday 23 September 2010 - Val Dieu, Aubeil



Mr Leo Imai (right), the President of Owa Beer, enjoys meeting with some of the participants - Mrs Thomas and Mr Broos of Norriq Belgium and Professor Thele.



The participants are guided into the courtyard of the Abbey du Val Dieu.



Mr Jef Vreysen, Managing Director of Yokogawa Belgium and Mr Tomonori Kawatsu, General Manager of Bank of Tokyo-Mitsubishi UFJ, toasting Kampai!



Mr Imai is giving explanation on his beer making process to the participants inside the brewery.

Thanks to the generous support by Mr Leo Imai, President and Chief Brewer of Owa Beer, the Belgium-Japan Association & Chamber of Commerce took the pleasure of inviting the members of the BJA to the Owa Beer brewing site located in the Abbey brewery of Val-Dieu in the city of Aubeil.

Mr Imai is the first Japanese to produce Belgian beer which is made under the theme of 'Beer for Japanese cuisine'. On this day, over 20 participants gathered in the beautiful site of the Abbey of Val-Dieu, the only monastery in Belgium that escaped from the destruction of the French Revolution.

Firstly a specialist of the Abbey gave a brief presentation on the Abbey and its history followed by a thorough visit through the brewing site of the Val-Dieu where the Owa beer is produced. Then Mr Imai gave the participants explanation on how his beer is created while they could witness the actual beer making process at the same time.

At the end of the tour the participants gathered for the tasting of the original Owa beer which is the amber type with alcohol 5.5%. In addition, they had a pleasure in comparing the taste with Val-Dieu Blonde beer and as well as Mr Imai's new product - a wild yeast lambic beer with a Japanese citrus fruit, 'Yuzu', which will be ready to launch in a few months time.

Many participants highly appreciated discovering a new Belgian beer made by a Japanese. Some of the members even purchased additional bottles of Owa Beer to enjoy them at home.





Exhibition –A Passage to Asia, in framework of Asia Europe Business Forum アジア欧州ビジネスフォーラムの一環として ‘A Passage to Asia’ 展覧会訪問

Monday 4 October 2010 - Bozar, Brussels



Lovely setting inside the Bozar welcomed a number of distinguished guests from the Asia Europe Business Forum, Japan Tobacco International, and BJA.



Mr Thomas Leysen, President of BJA and Chairman of FEB gives his welcome speech at the Bozar.



The participants listen to the guide during the visit through the exhibition of 'A Passage to Asia'.

The Belgium-Japan Association & Chamber of Commerce, in generous co-operation with Japan Tobacco International, had a pleasure to invite the company members of BJA to an exclusive networking event in the framework of the Asia Europe Business Summit 8 (ASEM) and the Asia Europe Business Forum (AEBF) 'Financial Services Industry: Opportunities and Challenges for Asia and Europe'. This event was organised in close collaboration by the Federation of Enterprises in Belgium, BUSINESSEUROPE and SPF-FOD Foreign Affairs, next to JTI and the BJA.

guests were guided through the special exhibition on 'A Passage to Asia', displaying a number of collections including paintings, porcelains, etc., showing centuries of trade between Asian and Europe.

While discovering impressive pieces of collections, the guests truly enjoyed the networking cocktail, savouring delicious canapés and drinks.

*Pictures taken by courtesy of Triptyque
www.triptyque.be*



This exclusive evening was opened by Mr Thomas Leysen, President of BJA and Chairman of FEB, with his welcome speech to over 200 distinguished guests in the elegantly staged inside the Bozar. Followed by his speech, all



BJA REPORT

YES VII Second Briefing Session - Visit of HRH Prince Philippe of Belgium YESプログラム: 第二回説明会 – フィリップ皇太子殿下下の特別訪問

Monday 18 October 2010 - FUJIFILM Europe, Sint-Niklaas



Thanks to the generous support by FUJIFILM Europe, the YES Second Briefing Session of the BJA was held at FUJIFILM Europe in presence of HRH Prince Philippe of Belgium during the cocktail on 18th of October 2010.

The briefing session was opened by Mr Shinichi Fujii, President and Managing Director of FUJIFILM Europe who gave warm welcome words to the YES participants, guest speakers, the YES Committee members, and H.E. Ambassador Yokota who kindly honored us with his presence. After a short opening speech by Mrs Ann Blondé, Chairwoman of the BJA YES Committee, all guests joined for a lovely lunch buffet, giving them extra energy before the session.



Mrs Blondé, Chairwoman of the YES Committee, introduces the YES participants and points out the excellent opportunities for the Belgian candidates in Japan.



The whole group in front of the Ginkgo biloba tree, which is a sacred tree of the East, a symbol of unity of opposites and of changelessness as well as of the immeasurable past, associated with longevity.



During the Executives' Meeting, Belgian and Japanese trade relations were discussed by HRH Prince Philippe of Belgium, H.E. Ambassador Yokota, Mr le Hodey, Vice-President of the BJA, Mr Fujii, President of FujiFilm Europe.

First presentation was a testimonial by Mr Bob Vandeveld, President of Metropolis Music Publishers, who introduced his experiences during his participation to the YES program including some important tips in doing business in Japan. Then Mr Atsushi Sudo, President of Mitsui & Co. Benelux, gave the insights on the Japanese market: – the ways to tackle, some potentiality to penetrate other markets via Japan, etc. . Mrs Masako Kato, Managing Director of Many Truths, concluded the seminar by focusing on the cross cultural issues, for example to acknowledge the differences of the values, to understand why certain behavior is not appropriate in the Japanese business setting, etc. . All participants including H.E. Ambassador Yokota followed these highly interesting presentations by the experts and took active part in Q&A.

After the seminar, all participants welcomed H.R.H Prince Philippe of Belgium, who honored us with his presence during the cocktail. The YES Program is a commercial export project under the auspices of H.R.H. and each YES candidate received a precious opportunity to express his or her strong motivation to challenge the Japanese market to the H.R.H. Prince Philippe personally. His enormous support to the YES program was very much appreciated and his extensive conversations with the participants during cocktails confirmed his continuous deep interest in foreign trade with Japan and in strengthening the bilateral relationship between Belgium and Japan.



Pictures taken by courtesy of Mr J. Duquesne of E. & H. De Beukelaer & Mr Peter Smet of Fujifilm Europe

A Japanese View of Belgium - Eiji Kawashima, Goalkeeper SK Lierse

By Kris Sierens, Managing Partner BeforeTheHype and Editorial Committee Member



To be honest, the privilege of interviewing a Japanese national hero was quite a different experience compared to the many interesting discussions we have shared with top-level executives. Maybe it was because unexpected circumstances meant we had to do the interview while driving in a car. On the other hand, maybe it was because we talked about dreams instead of work. Eiji's is a story about a clear view and great expectations.

Eiji Kawashima always dreamed of playing in Europe. Being Japanese and a goalkeeper did not make that dream any easier to achieve. Instead of just watching great games on television, this young man decided early on to make it happen. He achieved his initial goal in an intelligent and realistic way. After playing an excellent World Cup in South Africa, he was contacted by many agents. He was also approached by Lierse. In the end, he chose to play for this relatively small — at least by big-name European standards — Belgian club. Why SK Lierse? First, because he wanted a club that really wanted and needed him. Equally important, he wanted to get used to the European game and that meant getting plenty of playing time. Playing in Lier gives him the opportunity to learn, improve his already formidable skills, and impress sophisticated Belgian fans.

Eiji Kawashima certainly knew Belgian football through clubs like Anderlecht, Bruges, and Standard. Yet he really likes his new professional environment, even though it means living in the small town of Lier. He was immediately impressed by how friendly the people are. And then, of course, there is the excel-

lent cuisine. But the biggest difference for Eiji is the more relaxed approach to being a professional sportsman. Although pressure is always high to prove himself, here the focus is on football, combined with enjoying his time away from the football pitch. In Japan, being the national goalkeeper means there is constant and intense pressure as well as a great many distractions and off-field responsibilities.

When Eiji came to Belgium, he came alone. This hasn't bothered him in the slightest. He admits that it helps that he speaks fluent English. This is from his extra lessons after school and — he adds with a big smile — listening to music and playing computer and football games. He enjoys spending time in Lier as well as Antwerp and Brussels. He plans to visit many more Belgian cities and not just their stadiums. Many of his friends are living throughout Europe and he intends to visit them whenever his playing schedule permits. He does not like to sit around indoors, so when there is some free time he likes to go shopping or discover interesting places. Eiji has noticed that during the months he is here in Belgium, many people are curious about Japan and ask many questions. More and more people want to get to know the country of their goalkeeper.

But back to football. Playing in Europe is very different and adapting to this is a tough but positive job. Eiji notes that European football emphasizes the individual player much more than the team-oriented approach in Japan. This means that you have to work a lot more here. In Japan, more collective thinking leads to a completely different way of playing football. The recent World Cup changed a lot for him. Many people recognize him on the street in Japan, and even playing for Lier means that many fans watch the games through Internet. Belgium may be a far way from home, but having the opportunity to grow in Europe is simply amazing. He admits that the many fan letters and emails that he gets from Belgium and from all around the world gives him a real boost to do the best he possibly can.



FRIENDSHIP COMMITTEE NEWS

Hanabi (fireworks contest at Belgian seashore) 花火(ベルギーの海辺で花火大会)

Saturday 21 August 2010 - Duinbergen

Pictures taken by courtesy of Ms Saito and Ms Friedlingstein and friends

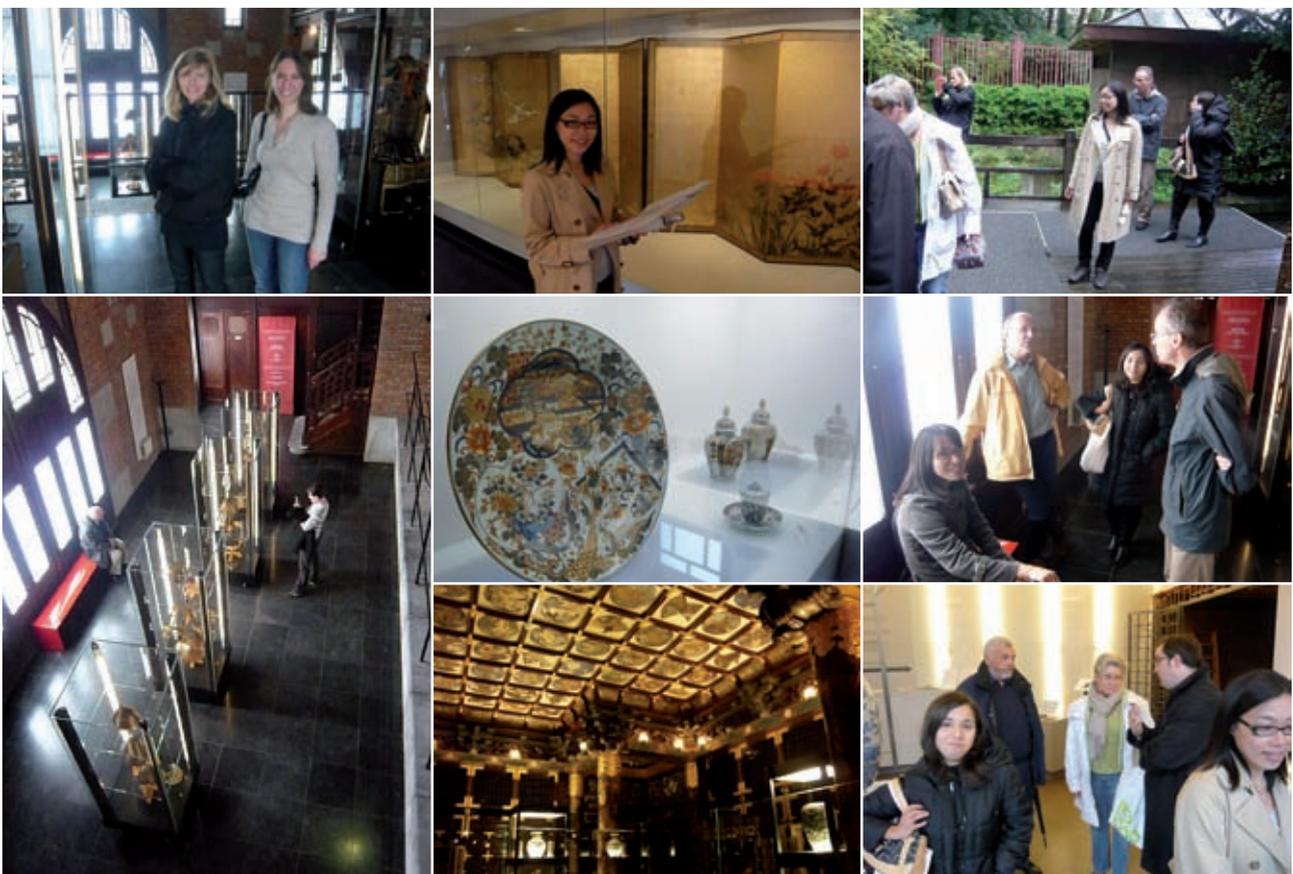


FRIENDSHIP COMMITTEE NEWS

Discovering the Japanese Tower and the Japanese Arts Museum in Brussels ラーケンの日本博物館と公園で散歩とピクニック

Sunday 26 September - Brussels

Pictures taken by courtesy of Ms Saito and Ms Friedlingstein and friends



REPORT BY MARSH RISK CONSULTING

Japanese companies and enterprise risk management

The influence of the economic downturn on risk management practices across Japanese companies based in the Benelux

日系企業とエンタープライズリスクマネジメント

ベネルクス三国に拠点を置く日系企業全体のリスク管理実務に経済不況が及ぼす影響

Executive Summary

The economic figures show that different economies around the globe are making a comeback. One of the lessons learned was the importance of risk management in the financial sector, which kept the world from an even greater disaster. Also companies operating outside the financial sector realised throughout the crisis what role risk management should have in the decision-making process, whether it is a divestment of a business unit or whether it is implementing a cost saving scheme. The question is whether the boost of risk management attention is lasting? Often Japanese companies have showed that they are first movers. Therefore, we have set out a survey on risk management to Japanese companies based in the Benelux. Our findings show that the majority of Japanese companies in the Benelux actively pursue risk management namely because of 'continuity in case of incidents'. Two other major factors are J-SOX and to enhance Corporate Governance. The risk horizon of the companies represented in the survey is in line with what we would expect of operational companies; economic downturn such as the one we have experienced affects turnover, currency fluctuation, regulatory risk, safety risk, credit risk and low-cost competition and product liability. We also concluded from the survey that the economic crisis has not directly influenced the need for risk management. Majority of the respondents have no intention to increase their efforts in risk management. In combination with the perception of the respondents that their companies are not state of the art in the risk management process, seems to indicate that the economic crisis has not had a lasting effect yet.

エグゼクティブサマリー

経済指標によりますと、世界各国の経済が回復傾向にむかっていることを示しています。昨今の経済不況から学んだ教訓の一つは、金融セクターのリスクマネジメントの重要性であり、その存在がどん底の世界経済を救ったと言えるでしょう。また、金融セクター以外の企業も、それが事業分野の部分売却なのか、コスト削減を徹底的に図るかに限らず、経済不況の中ではリスクマネジメントが意思決定の中でどのような役割を占めているかを把握しました。現在の課題は、リスクマネジメントの重要性を意識として持続できるか否かです。これまで多くの場合において、日本企業は先駆的にさまざまな試みをして来ましたが、そこで今回私どもは、ベネルクス進出の日系企業の皆様にリスクマネジメントに関する調査をお願いいたしました。

今回の調査を通じて、ベネルクス三国進出の日系企業の大半が、「事業の継続」のために積極的にリスクマネジメントに取り組んでいることが分かりました。その他、J-SOX法とコーポレートガバナンスへの積極的な関わりを持つことでした。本調査で明らかになった今後予測される代表的なリスクは、広く一般的に事業会社から集められた結果と一致しています。売上減少を招く景気後退をはじめ、為替変動、規制リスク、安全リスク、信用リスク、低コスト競争および製造物責任が挙げられます。また私どもは、経済危機がリスクマネジメントの必要性を直接説いてはいないことを調査から結論付けました。回答者の大半はリスクマネジメントを実践するにしても今までよりも多くの時間をかけることは難しいと言っています。リスクマネジメント体制やプロセスがまだ未整備であることから、経済危機によってリスクマネジメントを継続的に実施する結論までには至らなかったようです。

For the full report (12 pages) and more information, please contact:

詳細については下記までお気軽にお問い合わせください。

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news from the members

URBSFA/KBVB CONTINUES ITS BUSINESS PARTNERSHIP WITH KONICA MINOLTA



Official partner of the
URBSFA/KBVB

After more than 10 years of successful collaboration the Royal Belgian Football Association (URBSFA - KBVB) and Konica Minolta announced today, Thursday 2 September, that they have decided to continue their business partnership for another 4 years.

Having begun as a supplier of photocopiers, printers and fax machines for the various administrative offices of URBSFA/KBVB, Konica Minolta has, over the years, become one of the main players in the field of printing and document management. In addition, its multifunction devices are amongst the most advanced on the market.

Thanks to the new 'OPS – Optimized Print Services' consultancy service, which makes the maintenance and management of multifunction devices easier and more transparent, URBSFA/KBVB has been able to adapt to market requirements and to financial conditions.

Optimized Print Services is a total concept bringing together consultancy, hardware, software, implementation

and organization. The OPS concept has enabled URBSFA/KBVB to optimize its graphic infrastructure and to reduce costs related to document management. Analysis of the current situation resulted in tailor made solutions being implemented that have led to an increase in profitability and to more effective cost management.

Today all of the different documents are now being produced by URBSFA/KBVB's own print department, which is also equipped with Konica Minolta production machines.

This partnership also has many advantages for Konica Minolta, who sees it as a strategic channel of communication. The sport represents many of the values that Konica Minolta itself holds dear, such as the surpassing of personal limits, the competitive spirit, the team spirit, and also performance.

And finally, this positive partnership enables Konica Minolta to consolidate its organization around one unifying strategy and to establish close relationships with its clients and prospects.

"The new campaign «We are all part of the team» shows that each of us plays a crucial role in the building of success. We are therefore particularly happy to continue our business partnership with URBSFA/KBVB. We are convinced that the Royal Belgian Football Association and our national team will show how strong they are, and that the Red Devils will qualify for the European Cup in 2010 in Poland and the Ukraine", concluded Mr Makimoto, Managing Director of Konica Minolta Business Solutions Belgium.

Konica Minolta

Konica Minolta Business Solutions Belgium is part of Konica Minolta Business Technologies Inc, a dynamic and innovative world player in the field of multifunction devices, printers and fax machines, and the leader in colour technology. The business covers all the elements of printing from the production of multifunction devices, printers and fax machines, to after sales service, document management and software solutions, both for the office and for production environments. The Optimized Print Services (OPS) concept, a total solutions concept that includes consultancy, hardware, software, implementation and organization, enables optimization and control of costs related to document production within a company.

Source: www.konicaminolta.be

TMHE AND EU-OSHA IN SAFE MAINTENANCE PARTNERSHIP

EU-OSHA appoints Toyota Material Handling Europe as campaign partner to co-promote safe maintenance across Europe. Toyota Material Handling Europe, partner of choice for materials handling solutions, has been selected as an official campaign partner for the Healthy Workplaces Campaign sponsored by the European Agency for Safety and Health at Work (EU-OSHA).

Together, Toyota Material Handling Europe and EU-OSHA will be promoting the importance of maintenance and safe

maintenance practices across Europe. EU-OSHA research has shown that in some European countries as many as 20% of all workplace accidents are connected with maintenance, with more than half of all accidents being maintenance-related in certain sectors. Toyota Material Handling Europe supports this campaign because safety is very important to its customers and is a cornerstone of the company's culture.

Source: www.toyota-forklifts.eu/en/News/news/Pages/TMHE-and-EU-OSHA-in-safe-maintenance-partnership.aspx



PIONEER AWARDED FOR BEST TECHNOLOGY AT THE INTERNATIONAL DJ AWARDS

At the 13th annual International DJ Award show, at world-famous Pacha (Ibiza) on 28th September, Pioneer were selected by a panel of experts – ranging from DJs and producers to promoters and the media – for its dedication to producing products the electronic music industry love to use.

We were the only manufacturer to pick up an award, thanks to the industry's reception of the innovative CDJ-2000/CDJ-900 players and rekordbox software. The new CDJs have started to gain traction during their first Ibiza season – and are expected to become the club industry standard.

DJ Awards co-founder and renowned producer Lenny Ibizarre explains: "The technology award is dedicated to the company that has provided the state-of-the-art new industry standard throughout the past decade. Pioneer have changed the game by redesigning the DJ Box as we know it and in doing so they have written history."

Source: www.pioneer.eu/eur/content/press/news/international-dj-awards-2010.html

EUROPEAN KOBE UNIVERSITY ALUMNI ASSOCIATION

We have been requested by the Kobe University to form a European Kobe University Alumni Association for former international students who studied at Kobe University, in addition to Japanese graduates who all are residing in Europe. The inauguration of the association is planned in addition to the Symposium of the Kobe University to be held in Brussels in March, 2011. **We invite all persons who graduated from Kobe University, and are currently in Europe to contact us, if interested or curious.**

ヨーロッパ神戸大学同窓会のお誘い

2010年9月に、神戸大学ブリュッセルオフィスがオープンします。それに伴い、ヨーロッパ在住の日本人卒業生に加え、神戸大学に留学して帰国した元留学生を対象とした、ヨーロッパ神戸大学同窓会の立ち上げを企画しています。2011年3月にブリュッセルで開催される神戸大学主催のシンポジウムにあわせて、発足会も計画しています。**神戸大学を卒業された方、留学された方、御連絡お待ちしております。**

お問い合わせ:

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Anja Oto-Kellens

Tel: 02 644 13 33, oto-kellens@bja.be

JOIN OUR GROUP AT



The BJA invites its members to the BJA LinkedIn Group. This group, which is only open to members of the BJA, will facilitate networking and discussion, increasing the interaction with and between the members.

For more information and to join BJA at LinkedIn, please visit www.linkedin.com

RISING SUN IN THE EAST

A new Centre for Japanese Studies (CEJ) has opened this autumn at Liège University. The Centre is under the direction of Professor Andreas Thele, member of the Cultural Committee.

Launched by the Faculty of Philosophy as a research unity, the Centre is organizing lectures on Japanese language, civilization, religion and arts. During the academic year 2010-2011 the students can choose between four language courses, as well as seven courses on Japanese civilization. Actually more than 60 students are learning the Japanese language, about 40 are following the courses on civilization. Other activities include the organization of conferences, Japanese cultural and music events like a concert of gagaku, the traditional Japanese court music, etc.

"Japanese studies are unfortunately not as much developed in Wallonia or Brussels as they are in Flanders, and actually we do not have yet a complete program leading to an official diploma", says Professor Thele. "One of our priorities is to create a complete program, to give the students in the French speaking community the same opportunities to study Japanese language and civilization as they have in Flanders. As we are the first Centre of this kind in the French speaking community, I consider it as the first step in the right direction, but I hope that the journey to attain our goal will be shorter than a thousand miles."

The Centre is located in the city centre, its facilities are in the same building that hosts the Confucius Institute at Liège University.

Staff: Mrs Kanako Goto (Japanese language education)
Mrs Edith Culot (Secretariat and library)

Centre for Japanese Studies (CEJ) - Liège University
Rue de Pitteurs 20, 4020 Liège, Belgium
Tel: +32-4-366.98.49

For any information you can contact cej@ulg.ac.be or visit the website www.cej.ulg.ac.be



news for the members



LAUNCH OF WWW.BELGIUM.JP

A group of enthusiastic Japanese and Belgians in Japan recently launched a new independent website that aims to give a broad view of interesting and exciting Belgium-related information and events. All is written in Japanese as all is happening in Japan itself - exhibitions, concerts, movies or even Belgian artist Born Crain launching his new CD first in Japan. Everything about Belgium, never miss it again!

日本で出会うベルギーの魅力を紹介するブログ

政治、経済、文化など様々な面で、長きに渡り友好関係にあるベルギーと日本。観光でベルギーを訪れる日本人も多く、馴染み深いヨーロッパの国のひとつになっています。しかし、ベルギーにはまだまだ日本に知られていない宝物が眠っています。そこで、日頃から仲良くしているベルギー人と日本人が集まり、「Belgium.jp まるごとベルギー」というサイトを立ち上げました。これまであまり紹介されることのなかったポップスやジャズも含め、メンバー各自の視点からあらゆるジャンルを網羅して、日本で出会うベルギーの魅力を投稿形式で書き綴っていきます。

@MIRE IN ALLIANCE WITH JAPAN



@mire assists universities and research institutions worldwide in actively exposing research results online. For these goals, the company establishes “Institutional Repositories”, these are specialized web content management systems effectively offering free online access to academic research papers, presentations and other types of content.

Researchers at world leading academic institutions have wide access to academic journals and databases. However, access to scientific information can be a challenge for research at smaller institutions, developing countries and independent teams. Institutional Repositories are technology enablers of true “Open Access”: direct and online scholarly communication from institutions to the scientific community.

Japan has been very pro-active in this field after a big national impulse by the National Institute of Informatics (www.nii.ac.jp) who actively motivates institutions to share and distribute valuable scientific content online. Institutions that have effectively established a repository are united in the Japanese Digital Repository Federation (<http://drf.lib.hokudai.ac.jp/drf/>), that works as an open forum to exchange ideas and expertise.

During its prospection in Japan, @mire met with representatives of NII and Professor Takashi Nagatsuka from Tsurumi university to explore the current context of institutional repository projects. DSpace (www.dspace.org), the open source platform on which @mire bases the majority of its services and modules, is the most widely used platform in Japan and therefore creating a window of opportunities.

Because @mire strongly believes in embracing local culture, partnerships are

being established with a local service provider, New Tokyo Compute (www.nt-com.co.jp), specialized in providing solutions to the academic market. In alliance with NTC, @mire expects to deliver its first services and add-on modules for DSpace in the next quarter.

About @mire

Established in 2006 as a privately held company (NV), @mire served over 40 institutions in 15 countries with services and add-on modules to install and enhance institutional repositories. Based in Leuven, Belgium and California, USA, @mire accelerates implementation of new repositories while reducing the learning curve for local IT staff and repository managers. With the skills of DSpace veterans, including several active committers to the DSpace project, @mire is able to provide fast and reliable support.

For more information www.atmire.com www.together.eu - Before getting together, get Tog@ther

MADE IN ASIA: THE LARGEST JAPAN LEISURE, CULTURE AND VIDEO GAMES FAIR IN BRUSSELS AND BENELUX

After successively greeting 8,000 and 11,000 visitors in 2009 and 2010, the M.I.A. fair continues growing and prepares to welcome more than 150 exhibitors and 16.000 visitors for its third edition, from 18 to 20 March 2011.

Always held in the Palais des Expositions in Brussels (Hey-sel), the MIA fair will this year occupy an entire hall, more than 10,000 m² in size, to represent Japanese leisure and entertainment in a warm, cultural and playful atmosphere.

MADE IN ASIA is therefore an ideal location to exhibit, communicate and benefit from a wide youthful, dynamic public of consumers, with 80% being between 15 and 34 years old.

We propose you an exclusive week-end with concerts, animations, exhibitions, workshops, Japanese guests coming espe-

cially from Japan, and of course several contests in which we will offer 4 trips to Japan !

We would be delighted to help promote associations, business and also Japanese artists which are living in Belgium and want to promote their art during our fair.

Don't hesitate to contact us. We would be more than pleased to share this extraordinary success with you in welcoming you as a partner or exhibitor at the main Benelux event dedicated to the Manga phenomenon and Japanese culture.

Contact: **Sébastien Flament**, project manager.
Tel: +32 2 230 21 19, sebastien@madeinasia.be
www.madeinasia.be



news for the members

THE OPENING CEREMONY OF KOBE UNIVERSITY BRUSSELS EUROPEAN CENTRE

On 3rd of September, President Fukuda and Dr Nakamura, Vice President & Director in charge of International Exchange, were in Brussels for the opening of the Kobe University Brussels European Centre (KUBEC). Among the attending guests were the Rectors and Vice Rectors of Universiteit Gent, Vrije Universiteit Brussel, Katholieke Universiteit Leuven, Université Catholique de Louvain and Universiteit Antwerpen; the Ambassador of Japan to the Kingdom of Belgium, the Counselor from the Mission of Japan to the European Union, and distinguished guests from Japan-related organizations and industries in Brussels.

In the opening address, President FUKUDA presented the background leading to

the establishment of KUBEC and its purpose, which is to promote academic and research exchanges with universities and research institutes in Europe. He also mentioned the meeting with President Van Rompuy of the European Council that took place on September 2, in which President Van Rompuy expressed his hope that more students from Kobe University and the entire country of Japan would come to study in Europe.

A special congratulatory message was delivered by H.E. Mr Jun YOKOTA, the Ambassador of Japan to the Kingdom of Belgium. Next message was from Rector Paul Van Cauwenberge of Universiteit Gent, who expressed hope that the education and research at Kobe University will reach yet another height through

the establishment of KUBEC and the influence it will receive from the open and diversified atmosphere of the EU style higher education.

In addition to the meeting with President Van Rompuy on September 2, President FUKUDA and Vice President NAKAMURA also visited with the Ambassador of Japan to the Kingdom of Belgium; Director-General for Research of the European Commission; the Ambassador of Japan to the European Union; and the Director of Lifelong Learning: Higher Education and International Affairs, DG for Education and Culture of the European Commission.

*Source: Kobe University website
www.kobe-u.ac.jp/en/info/topics/t2010_10_06_01.htm*

BELGIAN BUILDING MATERIAL MANUFACTURER STONETECH ESTABLISHES JAPAN SUBSIDIARY IN TOKYO

Belgium-based StoneTech bvba established a Japanese subsidiary, StoneTech Japan KK, in Tokyo in June 2010. StoneTech developed a paving system for fast and cost-effective paving with natural stones.

Due to the irregular shapes and varying thicknesses of natural stones, skilled and experienced pavers are required to adjust the height of the stones when they are laid in a sand bed foundation. In their system, specially processed paving stones are placed on guiding rails, that makes it possible for non-professionals to do the job. These guiding rails enable the use of thinner stones because of dispersing external pressure imposed on flagstones. The rails are made of recycled plastic waste and other materials, making them friendly to both budgets and the environment. StoneTech have acquired Patents for the system (relating to construction method, shape, machining and so on) in PCT member countries through the PCT international application system(*).

StoneTech's core products include bluestones, which have a very small global output, and European antique paving stones (recycled from old stone pavements.) StoneTech Japan imports and sells these products to Japanese construction companies, construction materials suppliers and similar outfits. They will also seek commercial development projects and other opportunities in the landscaping industry and others.

To set up its Japan arm, StoneTech made use of JETRO's Invest Japan Business Support Center (IBSC) in Tokyo, utilizing free temporary office space, consultations with experts including corporate registration and tax matters, as well as introductions to an administrative scrivener, a certified public accountant and recruiting companies.

(* The PCT international patent application system is a system in which a single patent filed in accordance with the PCT (Patent Cooperation Treaty) is effective in all PCT member countries.

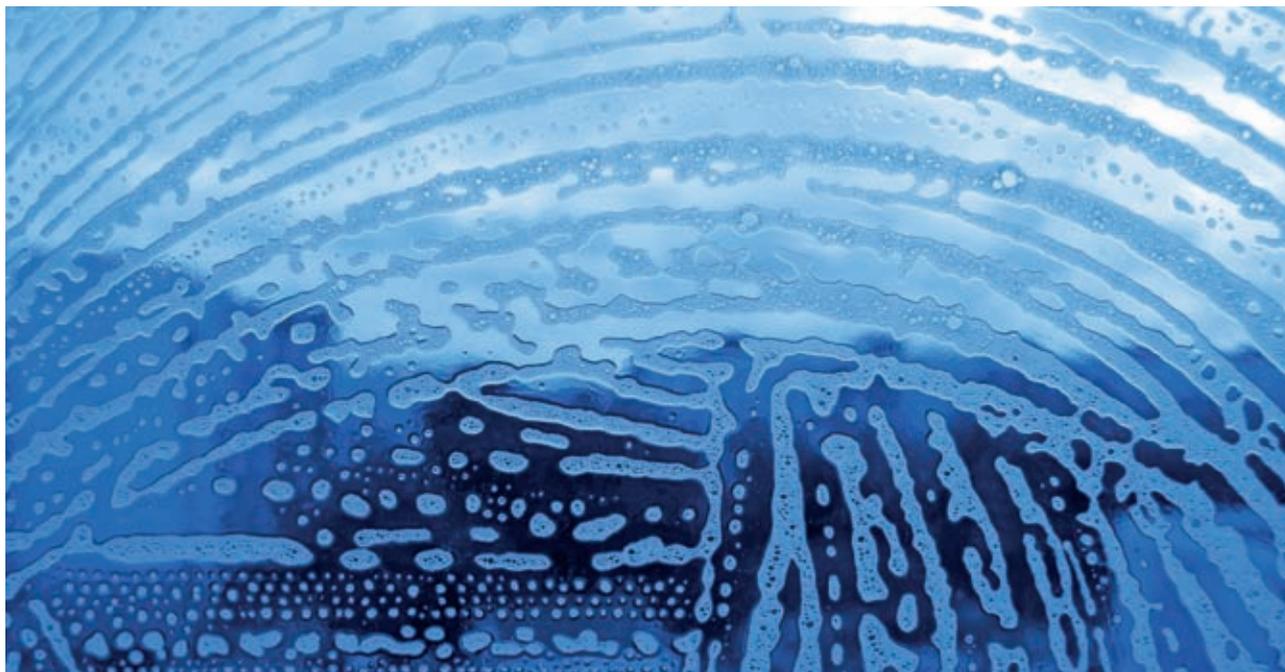
Source: Japan Patent Office

IBSCs are located in Japan's major business hubs (Tokyo, Yokohama, Nagoya, Osaka, Kobe and Fukuoka) and provide one-stop support and service to foreign firms seeking to set up or expand business in Japan. The centers, which provide free temporary office space, consultation with expert advisors and access to a wealth of business information, tailor support according to the specific needs and phase of development of each firm.

Source: www.jetro.go.jp/en/invest/newsroom/businesses/2010/20100823467.html

Osoji: Fresh Start for the New Year!

By Mrs Tiene Vertriest of Yamagata Europe and Editorial Committee member



In Belgium, the most important annual holiday is Christmas; in Japan it is oshogatsu, a celebration of the New Year. It is the time of the year when families gather to celebrate the coming of a new year. The Japanese New Year officially kicks off on New Year's Eve, and involves a number of unique and interesting customs. During my stay at our Japanese head office years ago, I took part in some of these celebrations, and one of the customs I remember vividly is the day of osoji or 'big cleaning day'. On this day, all staff was mobilized to clean the office and make sure every last inch of the building, especially areas that are overlooked throughout the year, were scrubbed clean in order to begin the New Year with a clean slate.

Osoji is the long-standing Japanese cultural practice of cleaning up houses, offices and nearby temples and shrines, at the end of the year. It is more than just a physical house cleaning, there is also a metaphoric cleansing of the spiritual stains accumulated during the past year. The idea is to purify everything so that one can make a fresh start of the coming twelve months.

Traditionally, this cleaning is known as susuharai and had a religious (shinto) significance. It was a rite of preparation for welcoming the deity of the incoming year (toshigami). There is a proper way for doing this, with a set order in which to proceed. It is important to start at the ceiling, knocking down dust and cobwebs, and working your way down until everything can be dusted, swept and wiped clean. This annual ritual is repeated in various Shinto shrines as well as Buddhist temples, where temple followers, monks and staff beat the dust out of the tatami mats with bamboo sticks.

And when all is spic and span, it's time to put up the decorations. Usually, sprays of green pine branches (kadomatsu) are attached to each side of the entrance, adorned with pieces of paper for symbolic purification. This custom relates to the origins of the New Year preparations that are made to greet the toshigami. Traditionally, a sacred rope made of straw (shimenawa), covered in the white paper strips, is hung over the front door to mark the building as a temporary abode of the toshigami.

Oshogatsu is also the time of year when new cleaning products are introduced into the market. It is the time to buy new dishtowels and underwear, new sake sets, etc., in anticipation of the year to come. Osoji is also a time to contemplate the projects not completed during the current year, to organize one's affairs, and to make plans for the years ahead. It's a time to wipe the slate clean of debts; to present your invoices to clients and customers for amounts that are overdue for payment... and expect to receive reminders from others, if you have not paid for all the goods and services received during the past.

With the New Year, comes the promise of a start with a clean slate, a fresh start, and new beginnings. People who want to accomplish their New Year's resolutions, should try adopting the Japanese tradition of osoji to increase their chances for success. It embodies the disciplines of planning and preparation; or in true osoji fashion, a good cleansing of home or office; which may well be a good place to start and finally make those resolutions stick. Best wishes for the New Year!

ARTICLE

Attracting non-European highly skilled employees: A comparative survey comparing the migration process in Belgium with the ones in our surrounding countries

By Mr Matthias Lommers, Senior Associate at Laga, and Editorial Committee Member

On a bi-annual basis, the Belgian law firm Laga organizes a study which compares the immigration process of highly skilled and executive foreign labor force in Belgium and its surrounding countries.

While awaiting an integrated European Immigration Policy, Multinational companies wanting to assign their personnel to the EU need to abide by immigration rules which are laid down

in the national law of each EU Member State.

Nevertheless there have been initiatives to come to some unified European migration rules, such as the European Blue Card for highly skilled immigrants, and the proposed Directive on Intra-Company Transfers. These projects are though not yet implemented, hence the continued importance of the national immigration schemes.

	Belgium	Netherlands	UK
Specific work permit for highly qualified personnel	Yes, Work permit type B.	Yes, for inter-company transferees of multi-nationals with an annual turnover of EUR 50 million.	Yes, Regular work permits or through the Highly Skilled Migrant Program.
Specific conditions	At least a bachelor degree.	The employee should fulfil a key position and should have a diploma of a Higher Vocational or University level.	Specific conditions with regard to education and previous work experience.
Minimum gross salary	EUR 36,355 per year.	EUR 50,138 per year raised annually (in 2010).	Must meet minimum wage and satisfy the comparative earnings test.
Work permit application processing time	2 to 3 weeks (depends on region).	2 to 5 weeks.	5 to 14 weeks depending on the category of work permits .
Validity period work permit	1 year, can be extended each year .	3 years, can be extended (under restricted conditions).	Depends upon type of work permit and possible restrictions. Maximum 5 years.

As in the past, the immigration survey learns that Belgium is by far the easiest country in order to obtain a work permit for highly qualified non-EU employees when comparing Belgium to our neighboring countries. We do however notice that some countries, such as the Netherlands and the UK are becoming faster, and that most of our surrounding countries have more flexible rules for foreigners coming over to Belgium for business visits.

Also worth mentioning is that within Belgium, where the work permits are issued on a regional level, differences between the regions become more noticeable. Whereas the Flemish region is becoming even quicker, the Walloon and Brussels authorities tend to stay at the same level as 2 years back.

An overview of the most important findings of our survey can be found hereunder:

France	Germany	Italy	Spain
Yes.	Yes, highly qualified personnel can obtain a permanent residence permit allowing work for each and any German employer.	Yes, managers and high qualified employees.	Yes, however, a new procedure is expected regarding the EU Bleu Card.
Higher education or university diploma.	Higher education or university diploma.	Employee must fulfil specific conditions regarding skills and education and must hold a management position. Before transferring the employee to Italy, the employee must have been employed in the same business field for a minimum period of six months.	Employee must fulfil specific conditions regarding skills, education and the post to be occupied. In this respect, they must submit together with the application proof of experience and powers of representation, master, languages certificates, etc. In addition, the Spanish Company must have: - more than 1,000 employees; - an investment volume higher than EUR 200 million or; - have declared in Spain an investment not lower than EUR 20 million. Please note: in case the above mentioned requirements are not fulfilled, the employee should apply for the work permit through the ordinary procedure.
- EUR 2.000 per month in case of transfer in the same group. - EUR 5.000 per month for executives.	No minimum gross salary. However, the foreigner has to be granted the same conditions of employment regarding compensation, working time and vacation as comparable German employees.	Must not meet a minimum threshold but their remuneration must guarantee a reasonable standard of living.	The employee has to perceive a high annual retribution that guarantees a reasonable standard of living for his/her family unit. According to verbal information provided by the Authorities: - At least a salary of EUR 2,000 per month (12 monthly instalments) in case the employee is alone; - Should the employee come with his/her family, he/she would have to earn at least EUR 2,000 per month and an additional EUR 936 per month per each family member.
- 6 to 8 weeks for highly qualified personnel. - 3 to 5 weeks for executives.	6 to 8 weeks.	From 6 months to 1 year depending on the region.	1 to 3 months, depending on the workload of the Authorities.
3 years in case of transfer in the same group. 1 year, can in principle be extended each year.	1 year, can in principle be extended each year.	Depends on the duration of the employment period: However, no more than: - 9 months for seasonal work; - 1 year in case of an limited in time employment agreement; - 2 years in case of an unlimited in time employment agreement.	1 year, can be extended (depending on the type of work permit).

EU-Japan news

EU-JAPAN AT ASEM8

6 October 2010

José Manuel Barroso, President of the EC, and Herman Van Rompuy, President of the European Council, meet Naoto Kan, Japanese Prime Minister.



Naoto Kan, Herman Van Rompuy and José Manuel Barroso
© European Union, 2010 | Brussels - Royal Palace

Mr Kan headed the Japanese delegation to the ASEM8 Summit that took place in Brussels on October 4-5 with the overarching theme of “Quality of life, achieving greater well-being and more dignity for all citizens”.

The Eighth Asia-Europe Meeting was attended by the Heads of States and of Governments of forty-six Asian and European countries, the President of the European Council, the President of the European Commission and the Secretary-General of ASEAN.

Further Information:

ASEM 8 Web: www.asem8.be

Source: www.deljpn.ec.europa.eu/modules/media/news/2010/101006.html



ASEM8 Group photo © Belgian Presidency of the European Union Council, Brussels - Royal Palace

EU-JAPAN AGREEMENT ON MUTUAL LEGAL ASSISTANCE

The Council adopted an agreement between the EU and Japan on mutual legal assistance in criminal matters (13377/10). It is the first such agreement between the two parties providing a solid basis for mutual legal assistance between all 27 member states and Japan, while at the same time ensuring respect for the fundamental values of the EU. Hitherto, no member states had any bilateral mutual legal assistance treaty with Japan.

The agreement provides for a wide range of measures, including taking of evidence, seizing proceeds of crime, obtaining bank information and conducting hearings and taking of testimony by videoconferencing. The information obtained can be used only for the specific purpose set out in the request.

The agreement also contains an adequate set of grounds of refusal (political offence exception, non-discrimination clause, ne bis in idem, double criminality). It explicitly stipulates that where a request concerns an offence punishable by death, the requested member state may refuse assistance unless there is an Agreement with Japan on the conditions under which it can use this evidence, i.e. if Japan ensures that it will not use the evidence in any proceedings leading up to the death penalty.

Source: Council of the European Union

ECONOMIST CONFERENCES – JAPAN SUMMIT 2010

The Economist Conferences will hold its Japan Summit 2010 on December 16, 2010. This summit will bring together government officials and senior business executives, from Japan and abroad, to seek concrete answers on Japan’s future direction. It will aim to identify not just the new generation of leaders who will steer the country into the future, but also a fresh set of ideas on where Japan’s future lies.

Japan is in the throes of a seismic generational shift: as the post-war baby boomers reach retirement, a new group of political and business leaders is emerging who have some extraordinarily complex challenges to deal with. They have to revitalise a deflation-sapped economy, end years of political drift, cope with increasingly dynamic neighbours such as China and South Korea, and restore hope to a society that is both shrinking and ageing. Are they up to the task? To answer that question, the Japan Summit will assess the strengths and weaknesses of contemporary Japan, and press up-and-coming leaders in politics, business, academia and civil society to explain how they intend to reform and re-energise the country.

The summit will encourage vigorous debate on subjects as diverse as how to improve political governance in Japan; how to encourage Japanese workers to think creatively; how to re-engage the youth; how to raise productivity in a shrinking workforce; and how to build a domestic demand-led economy. It will build on lines of enquiry that The Economist, one of the world’s most widely read publications on global affairs, is pursuing in its reporting on East Asia.

Source: www.ebc-jp.com/index.php/component/content/article/857

EBC CHAIRMAN JOINS PRIME MINISTER'S ROUNDTABLE ON PROMOTION OF INWARD INVESTMENT

18 October 2010



EBC Chairman, Mr Tommy Kullberg, is a member of Prime Minister Naoto Kan's recently formed Roundtable on the Promotion of Inward Investment. So far, two meetings, both chaired by Prime Minister Kan in the presence of METI Minister Akihiro Ohata and Cabinet Secretary Yoshito Sengoku, have been held on September 28 and October 18 at the Prime Minister's Office. Mr Kullberg addressed the group at the October 18 meeting with recommendations on ways to increase Foreign Direct Investment.

The meetings are being held with the participation of representatives of industries and labour organisations in order for the public and private sectors to play a role in promoting FDI and domestic investment and to contribute to compilation of the "Japan Inward Investment Promotion Program."

The Prime Minister said in his opening address at the first meeting, "I believe we are now facing the need to fundamentally rebuild Japan's inward investment environment. The business location trends surrounding Japan have changed significantly due to factors including the recent strengthening of the yen, which if left unaddressed may accelerate overseas transfer of factories and head offices. Against this backdrop, if we are to support Japan's employment and economy, we need to promote inward investment through all-out public-private efforts. I would like the members at the roundtable meeting to discuss the matter thoroughly, and work out concrete measures involving both public and private sectors that would have a large impact in terms of job creation."

Source: www.ebc-jp.com/index.php/component/content/article/854

The BJA would like to extend a warm welcome to its newest members:

Corporate Member

These Days / Wunderman

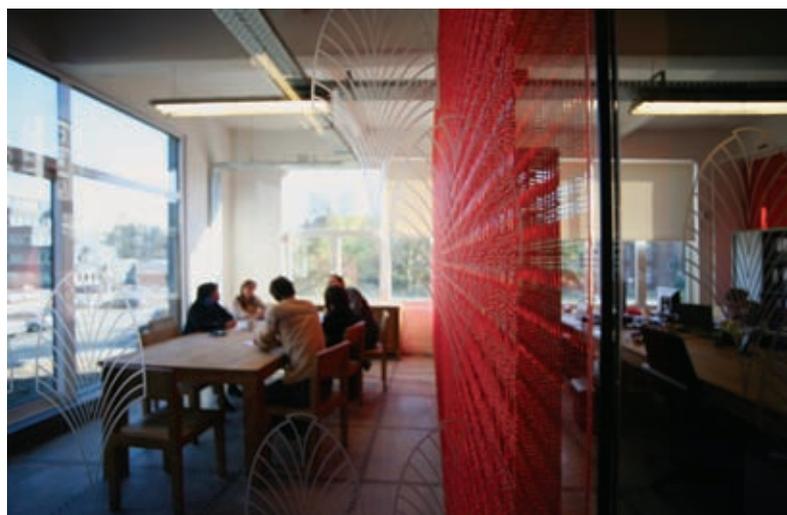


These Days is the brand interaction company with offices in Belgium (Antwerp & Brussels -2011) and the Netherlands that is committed to create deep relations between brands and their customers. We offer a wide variety of services (strategy, creation, production, media etc, on- and offline).

Wunderman is the brand activation agency that creates customer conversations, builds brands and generates sales. We have 50+ years of experience in integrating all touch points (on/offline) in order to ensure a superior ROI for your marketing efforts. CRM, database management, direct marketing, events, POS, loyalty,...think Wunderman.

Over the years, we have developed a multi-cultural, multi-lingual working environment, attracting many international clients like Nokia, Chiquita, Land Rover, Ford, Microsoft, Citibank, Kuwait Petroleum (Q8), Telenet and our notable Japanese client Pioneer.

Being part of the Wunderman network, in 60+ countries, inclusive of 2 offices in Tokyo we are actively cooperating, rolling out campaigns and exchanging knowledge with dozens of other agencies in 4 continents.



These Days は、ベルギー（アントワープ・ブリュッセル-2011）とオランダに拠点を置くインタラクティブなブランド関連企業です。ブランドと顧客との関係に深く携わっています。

す。弊社が提供しているサービスにはオンライン、オフラインでのブランド戦略、創造、生産、メディア等さまざまなものがあげられます。

Wunderman は、顧客との対話を作り出すブランドの代理店です。ブランドを構築し、売上げを図ります。タッチポイントの統合では 50 年以上の経験を持ち、すぐれた ROI でマーケティング努力を果のあるものにします。CRM、データベース管理、ダイレクトマーケティング、イベント、POS、ロイヤリティ、すべて Wunderman におまかせください。

長年、多文化、多言語環境に身を置いてきました。Nokia、Chiquita、Land Rover、Ford、Microsoft、Citibank、Kuwait Petroleum (Q8)、Telenet、日本を代表する企業 Pioneer など、数々のインターナショナルな企業とお取引させていただいています。

Wunderman のネットワークは 60 以上の国で展開。東京には 2 箇所のオフィスを置いており、積極的にキャンペーンの立ち上げや協力、4 つの大陸の他の代理店と情報交換をしながら営業しております。

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BJA Contact: Mr Erwin Jansen, Managing Director

Toyo Pumps Europe



Toyo Denki Industrial Japan developed the concept of the heavy duty submersible pump, integrating an agitator, in 1948. More than 60 years of pump design, development and manufacturing with the feedback of thousands Toyo pumps applications constitute the experience of Toyo.

Today, the Toyo Group, still family owned, is present worldwide and has established its reputation for reliability, cost effective operation and customer satisfaction. The production takes place in 2 main factories in Japan and, for specific series, in Belgium and Canada.

Toyo Pumps Europe is involved in the pump business since 1969 and became a subsidiary of Toyo Denki Industrial Japan in 2002. We are in charge of marketing, sales and service for Europe, Middle-East and Africa.

The leading position of Toyo is based on high human values and capabilities as well as deep involvement in long term business development.

We believe we can contribute and also take advantage of excellent relations between Japan and Belgium.

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BJA Contact: Mr Patrick Deltour, Managing Director

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Hashi

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HASHÍ is a retail shop in Japanese articles of interior decoration, such as lighting, antique furniture, cushions, screens, tableware, prints of Hiroshige, Hokusai or Utamaro, cast-iron and porcelain teapots, Kokeshi dolls, incense, articles for the tea-ceremony, Furoshiki, scrolls, greeting cards, Bento boxes, and so on.

We regularly organize (also on request) workshops of Ikebana, Origami, Cha-no-yu, Furoshiki or Sake tasting.

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By joining the BJA we hope to meet other people who are as passionate about the refined Japanese culture as we are!

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E-mail: info@hashi.be
www.hashi.be
BJA Contact: Mrs Martine Kirschen, Owner



Many Truths

Many Truths: Excellence beyond Culture and Diversity

Many Truths is a culture and diversity management consultancy that focuses on Global Japanese Business. Our typical clients are Japanese companies in Europe and European companies that do business with Japanese. We help our clients become more effective in producing business results with culturally diverse business partners and teams.



Our main expertise lies in the areas of culture & diversity, teams, leadership, organizational culture and change management. We combine our expertise and skills in these areas and provide each client customer-made support.

Our work is especially suited for cross-border project teams with clear goals and deadlines, and for the companies which go through change processes such as reorganizations, cross-border M&A and joint ventures, where members from different “blood groups” form new business relationships and teams have to produce results together in a short time.

Many Truths is an independent consultancy of Masako Kato. She works closely with her strategic partner, Gabby Staal of LeaderQuest (www.leaderquest.nl).

We hope to be at the service of BJA members with our expertise.

Many Truths は、グローバルジャパニーズビジネスに焦点を当てた、文化とダイバーシティマネジメントコンサルタントです。欧州日系企業様及び日本とビジネス関係にある欧州企業様が私たちの主なお客様です。私たちは、お客様各位が、文化的に多様なビジネスパートナー、チームと共にビジネス課題をより早く、効率的に達成されるお手伝いをします。

私たちの専門領域は、文化とダイバーシティ、チームワーク、リーダーシップ、企業文化とチェンジマネジメントです。これら領域の知識、スキルを駆使してお客様各位のニーズにお応えします。

私たちのサービスは、明確なゴールと締め切りのある多国籍プロジェクトチームや、多国籍M&Aやジョイントベンチャー、リストラなど、大きな変化過程にあり、異なる「血液型グループ」から来たメンバーが短期間に一緒に結果を出さなければならないような場合に特に有効です。

Many Truths は、加藤真佐子の独立コンサルタント会社です。LeaderQuest (www.leaderquest.nl) の Gabby Staal と戦略的パートナーシップを組み、サービスを提供しています。

BJA 会員各位のお役に立てれば幸いです。

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E-mail: info@manytruths.nl
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BJA Contact: Mrs Masako Kato, Managing Director

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Yamagata firmly believes in the customer-oriented approach: years of experience gained in serving the documentation divisions of our Japanese customers and striving for ever-higher levels of quality have resulted in our automation of the "human processes" wherever possible. Our drive to satisfy customers has accelerated the development of multiple tools that have proven to improve the workflow and reduce costs. These have now been assimilated into our integrated Total Quality Approach. This is what allows us to be successful in providing thorough and efficient services to a highly demanding market.

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